

**Title Page:**

STRATEGIC PLAN  
FOR

SELMA TO MONTGOMERY  
NATIONAL HISTORIC TRAIL

**Mission Statement:**

It is the mission of the National Park Service to preserve and interpret the history of the sites associated with the 1965 voting rights march from Selma to Montgomery, Alabama which resulted in the signing of the Voting Rights Act in August 6, 1965.

OCTOBER 1, 2005 - SEPTEMBER 30, 2008



## Results Act and Planning Cycle:

### PREFACE

This five-year Strategic Plan has been written for one or more units of the greater National Park System administered by the National Park Service, U.S. Department of the Interior. The National Park System preserves outstanding representations of America's natural, cultural, and recreational resources of national significance. These resources constitute a significant part of America's heritage, character, and future. The National Park Service not only directly and indirectly preserves these national treasures; it also makes them available to millions of visitors from throughout the country and the world every year.

This Strategic Plan was written to fulfill the requirements of Section 104 of the National Parks Omnibus Management Act of 1998. This legislation requires all field units of the National Park System prepare Strategic Plans and Annual Performance Plans consistent with the Government Performance and Results Act of 1993 and make these documents available to the public. The law was a catalyst for our staff to examine its fundamental mission and to take a fresh, longer range view, in precise terms, of what results or outcomes we needed to achieve to more effectively and efficiently accomplish that mission.

The Government Performance and Results Act (GPRA) is one of the most recent and comprehensive of a number of laws and executive orders directing federal agencies to join the "performance management revolution" already embraced by private industry and many local, state, and national governments. Performance management ensures that daily actions and expenditure of resources are guided by long- and short-term goal setting in pursuit of accomplishing an organization's primary mission, followed by performance measurement and evaluation. Importantly, GPRA mandates that long-term and annual goals be results or outcomes rather than outputs (activities, products, or services) and that they be "objective, quantifiable, and measurable" so that performance can be adequately measured and reported, and progress on mission accomplishment assessed.

GPRA requires federal agencies to develop and use three primary documents in conducting their business. These documents are also to be submitted to the Congress and the Office of Management and Budget (OMB):

1. Strategic Plan of no less than five years duration, reviewed and revised every three years, and containing:

- \* mission statement based in law, executive order, etc.;
- \* long-term goals, which are objective, quantified, and measurable, to accomplish mission;
- \* how goals will be accomplished, is the plan data and narrative showing "...operational processes, skills and technology, and the human, capital, information and other resources required to meet those goals...";
- \* relationship of annual goals to long term goals, a description of how long term goals are carried out in annual goal increments;
- \* key external factors which could positively or negatively affect goal accomplishment;
- \* GPRA also requires consultation with affected and interested parties in the development of the Strategic Plan, and it requires that the plan be
- \* developed by federal employees (versus contractors, etc.).

2. Annual Performance Plan tiered off the Strategic Plan each year, showing how long term goals will be accomplished in annual increments, and containing:

- \* annual goals to incrementally achieve long-term goals in Strategic Plan;
- \* annual work plan explaining how annual goals will be accomplished - "briefly describe the operational processes, skills and technology, and the human, capital, information and other resources required to meet the performance goals...." and
- \* basis for measuring results - "...provide a basis for comparing actual program results with the established performance goals...."

3. Annual Performance Report reviewing each year's successes and failures and identifying areas where activities or goals need to be revised in the future, addressing:

- \* what annual goals were met or exceeded;

- \* what annual goals were not met;
- \* why annual goals were not met; and
- \* what remedial action will be taken for goals not met.

## ABOUT THIS PLAN

In consultation with Congress, OMB and other interested parties, the National Park Service (NPS) developed its own GPRA implementation process. In 2004 the Department of the Interior (DOI) produced a Strategic Plan requiring all agencies in the Department to be aligned with. It is available on the Internet at [http://www.doi.gov/ppp/strat\\_plan\\_fy2003\\_2008.pdf](http://www.doi.gov/ppp/strat_plan_fy2003_2008.pdf).

Individual park plans address the long-term goals in the NPS and DOI plans that are appropriate to the individual units as parts of the overall National Park System and its mission. Then they add goals specific to their own legislative mandates, missions, resources, visitor services, and issues. The park plans, then, are a blend of national and local priorities and goals.

This Strategic Plan follows that pattern. It contains a mission statement born out of the NPS organic act as well as the specific legislation or proclamation establishing the park. It contains mission goals, closely paralleling the "servicewide" mission goals that illustrate in broad brushstroke what we do far beyond five years - "in perpetuity" - to accomplish our stated mission. It then contains long-term goals, which target in quantifiable, measurable ways what we will accomplish in the next four years toward achieving our overall mission goals and mission. The long-term goals address both appropriate "servicewide" goals as well as park-specific outcomes. The goal numbering protocol follows that of the NPS plan with park-specific suffixes. Since not all servicewide goals apply to every park, some numbers may be skipped. In addition, there are numbers containing 0's which are not in the servicewide plan and indicate park-specific goals.

Each long-term goal is repeated with one or more explanatory paragraphs that give background, detail, and other information useful to help the reader understand the goal as well as to sketch in how the goal will be accomplished. The figures in the tables and narrative for each goal contain any general information about "How Goals will be Accomplished", including staffing, fiscal, infrastructure, and other resources available to achieve the plan's long-term goals.

It should be noted that the goals in this plan are generally predicated on "flat budgets". Other than increases for inflation, we assumed no major increases in funding. Where increases in appropriations are known or are likely, they were taken into account. Where other funding sources (donations, fee revenues, etc.) are "reasonably assured", they too are taken into consideration when setting performance targets. Obviously, limits on funding constrain what can be accomplished toward our goals and mission. GPRA, however, is distinctly not about discussing budget shortfalls or requesting or justifying additional funding. Rather it is about planning, managing, and communicating what we can accomplish with the resources we already have while at the same, providing accountability for those resources.

Each year that the Strategic Plan is in effect, there will be a companion Annual Performance Plan which shows in annual goals, that year's targeted incremental achievement of each long-term goal, and a work plan for accomplishing that increment. Each year there will also be an Annual Performance Report discussing actual achievement of the prior year's annual goals and progress on long-term goals.

Copies of this Strategic Plan can be requested from the superintendent. Questions and comments are welcome and encouraged and can be addressed to the superintendent. Copies of the most current Annual Performance Plan and Annual Performance Report are also available on request, with questions and comments equally welcome.

## **Park Background Information:**

### **INTRODUCTION**

This five-year Strategic Plan has been written for Selma to Montgomery National Historic Trail (SEMO), one of over 384 units of the greater National Park System administrated by the National Park Service, U.S. Department of the Interior.

The National Park Service preserves the best of America's natural, cultural and recreational resources of national significance. These resources constitute a significant part of America's heritage, character, and future. Along with similar resources of local, state, tribal, and national significance administrated by other public and private organizations, and supported by National Park Service through technical assistance and grant funding support, Selma to Montgomery NHT is a vital part of America's national system of parks and other preserved resources. While the National Park Service preserves a myriad of national treasures for the enjoyment of its citizens, it also makes them available to millions of international visitors year round. The Selma to Montgomery National Histoirc Trail, like other National Park Service units, welcomes visitors from across the country and around the globe to explore and expericence its vast natural resources and its rich cultural heritage.

### **About the Park**

The Selma to Montgomery National Historic Trail was established by Congress in 1996 to commemorate the events, people, and route of the 1965 Voting Rights March in Alabama. The march route is a component of the National Trails System, and is administered by the National Park Service (NPS). The route is also designated as a National Scenic Byway/All-American Road, awarded by the U.S. Department of Transportation. The Alabama Department of Transportation (ALDOT) and Federal Highway Administration (FHWA) are key partners in interpreting and protecting this historic route, with the majority of project funding provided through the Scenic Byways Program.

SEMO is the shortest of the 23 historic and scenic trails in the National Trails System. The National Trails System Act institutes a national system of recreation, scenic and historic trails. Historic trails are extended routes that follow nationally-significant, original routes of travel as closely as possible.

The 54-mile trail follows the historic voting rights march by beginning at the Brown Chapel AME Church in Selma and crossing the Edmund Pettus Bridge. On March 7, 1965, as non-violent marchers crossed the bridge, they were tear gassed, beaten and their processional stopped by law enforcement officers. This display of violence heaped upon non-violent protesters was captured by the news media and broadcast worldwide. This event came to be known as "Bloody Sunday." Outraged protesters from across the country joined the marchers for a subsequent five-day march that began in Selma on March 21, 1965, this time with state and federal law enforcement protection.

The marchers traveled along U.S. Highway 80 in Dallas County, continued through Lowndes County and Montgomery County, and ended the five-day trek at the Alabama State Capitol in Montgomery. The Southern Christian Leadership Conference (SCLC) and the Student Nonviolent Coordinating Committee (SNCC) organized the logistics for the march--providing food, water, sanitation, and other services for the marchers who camped out along the way. 25,000 marchers concluded the historic march in Montgomery on March 25, with many notable speakers addressed the crowd at a concluding rally near the capitol building. Dr. Martin Luther King, Jr. delivered one of his most notable speeches at the rally. As a result of this historic event, the Voting Rights Act was passed on May 26, 1965.

After the voting bill was enacted, about twenty African-American tenant farmers in Lowndes County who tried to use their new right to vote were evicted from their land by white land owners. With few choices, these evicted African Americans established temporary dwellings in what is now known as "Tent City" on land paralleling Highway 80 and owned by African-Americans, with some families living in the tents for as long as two years.

Historians view the 1965 Selma to Montgomery Voting Rights March as one of the last great grassroots campaigns for human rights and the summit of the modern civil rights movement that originated in the 1950s. The march and complementary events brought the issues associated with voting rights to the forefront of the United States political agenda and raised the nation's consciousness about the struggle of African-Americans for equal rights.

As a developing NPS trail, much is planned that will enhance the telling of the trail's story and will assist with protection and preservation of its resources. By January 2006, the first interpretive center (Lowndes County Interpretive Center) of the three proposed interpretive centers will be opened in partnership with ALDOT as a Rest Area & Interpretive Center. The facility is designed as a 12,235 sq.ft. structure with 7565 sq.ft. dedicated to exhibits. An array of additional interpretive media (i.e. wayside exhibits and an orientation film) is planned along U.S. Highway 80, in Selma, and in Montgomery.

#### Mission of National Park Service at Selma to Montgomery National Historic Trail

The mission of the National Park Service at Selma to Montgomery NHT is rooted in and grows from the park's legislated mandate found in the Act of Congress (16 U.S.C. 1244 (a) PL 104-333, Title V Sec. 501) on November 12, 1996. Our mission statement is a synthesis of this mandated purpose, plus the park's primary significance as itemized below.

It is the mission of the National Park Service to preserve and interpret the history of the sites associated with the 1965 voting rights march from Selma to Montgomery, Alabama which resulted in the signing of the Voting Rights Act in August 6, 1965.

#### Legislative Intent

National Trail System Act 16 USC 1244(a); PL 104-333, Title V Sec. 501

The Selma to Montgomery National Historic Trail, consisting of 54 miles of city streets and United States Highway 80 from Brown Chapel A.M.E. Church in Selma to the State Capitol Building in Montgomery, Alabama, traveled by voting rights advocates during March 1965 to dramatize the need for voting rights legislation, as generally described in the report of the Secretary of the Interior prepared pursuant to subsection (b) of this section entitled "Selma to Montgomery" and dated April 1993. Maps depicting the route shall be on file and available for public inspection in the Office of the National Park Service, Department of the Interior. The trail shall be administered in accordance with this Act, including section 7(h). The Secretary of the Interior, acting through the National Park Service, which shall be the lead Federal agency, shall cooperate with other Federal, State and local authorities to preserve historic sites along the route, including (but not limited to) the Edmund Pettus Bridge and the Brown Chapel A.M.E. Church." Approved November 12, 1996.

#### Purpose

The trail purpose is the reason or reasons for establishing the trail area. These statements are based on the trail's enabling legislation and legislative history. Purpose statements reflect basic assumptions about the trail and the ways in which it should be used and managed.

Therefore, the purpose of Selma to Montgomery NHT is:

- \* Commemorate the events, people, and route of the Selma to Montgomery Voting Rights March of 1965 as a reminder of the right and responsibility of all Americans to participate fully in the election process and maintain vigilance in protecting our right to vote.

- \* Identify, preserve, and protect the historic route and resources that inform the world about the Selma to Montgomery Voting Rights March of 1965.

- \* Document, record, and interpret the story of the Selma to Montgomery Voting Rights March of 1965, including its antecedents and aftermath, in the context of the larger human and civil rights movement.
- \* Enhance, nurture, and develop broad partnerships between the National Park Service, state and local governments, as well as various citizen groups to achieve the trail's other purpose

## Significance

The significance statements capture the essence of the trail's importance to our natural and cultural heritage. Significance statements are more than an inventory of resources. These statements describe the importance or distinctiveness of the aggregate of resources along trail boundaries. Understanding the trail's significance helps to set resource protection priorities, identify primary interpretive themes, and provide desirable visitor experiences. Statements of significance describe the distinctive values of SEMO's resources, why these values are important within a national context, and why they contribute to SEMO's purpose.

Significance statements for SEMO are:

- \* Events associated with the march from Selma to Montgomery and from what came to be known as "Bloody Sunday" sent shockwaves around the world, raised the nation's consciousness, and convinced political leaders that the time had come for voting rights legislation.
- \* The Selma to Montgomery march was the major catalyst for passage of the Voting Rights Act of 1965. Marchers brought the issue of voting rights to the forefront of the United States political agenda, and their peaceful means won broad support for their cause.
- \* Passage of the Voting Rights Act of 1965 five months after the Selma to Montgomery march achieved the legal right to vote for all Americans, and forever changed the political life of the South and the United States as a whole. The Selma to Montgomery march remains one of the most significant civil rights protests in American history.

## Key External Factors Affecting Plan's Accomplishment

While trail management and staff can plan, management responsibilities is coordination among and between agencies and partnership organizations in planning, marking, certification, resource preservation and protection, interpretation, cooperative/interagency agreements, and financial assistance to other cooperating government agencies, landowners, interest groups, and individuals.

Some things, such as natural events, trail management have no control over whatsoever. In developing Selma to Montgomery NHT's Strategic Plan and its long-term goals, it was important to take into consideration key external factors that could negatively or positively affect goal outcomes. A few of the most important or most likely are identified briefly below. This is by no means an exhaustive list but simply those that are most likely to influence outcomes as viewed at the time of writing the plan.

- \* Adminstrating the Trail in a cooperative, cohesive, and consistent manner and as a total entity, while incorporating the expertise and input of interested organizations, agencies, and landowners.
- \* Facilitating communication among the Trail partners to maintain a comprehensive approach to planning, protection, management, and development.
- \* Maintaining & encouraging uses of adjacent lands that complement the protection and interpretation of Trail resources.
- \* Funding is inadequate to meet trail needs--in regards to staffing and resource protection.
- \* History content is controversial in America's history. Lack of appreciation and understanding will likely foster vandalism.
- \* Making appropriate determinations as to when to use fee-simple acquisition, create easements, commit to

land exchanges, or to employ condemnation to protect trail resources.

\* Lack of recorded oral histories.

#### Consultation in Plan Preparation

GPRA requires that Congress, OMB, and other interested and affected parties be consulted in the development of Strategic Plans. Congress and OMB, as well as the Department of the Interior, were extensively consulted in the development of the DOI and NPS servicewide plan. In the development of Selma to Montgomery NHT's local Strategic Plan, the following individuals and/or organizations were consulted at various stages of development as indicated.

The development of the Alternative Summery Plan (1998), Comprehensive Managment Plan (2002-2004) and Long-Range Interpretive Plan (2002-2003) provided indirect consultation for this Strategic Plan via public workshops & meeting, reviews, stakeholder meetings, charettes and etc.

#### Primary consultants:

Alabama Department of Transportation

Federal Highway Administration

Alabama Historic Commission

Friends of the Historic Trail

Communities of Selma, Lowndes, Montgomery and Perry

#### Strategic Plan Preparers

The following staff members were intimately and extensively involved in preparing this plan:

Catherine F. Light, Superintendent, SEMO, Author of Plan

Carla C. Whitfield, Park Ranger, SEMO

#### GPRA Coodinator:

Robyn Harris, Park Ranger, TUIN

#### Planning documents that assisted in the development of this plan:

Long Range Interpretive Plan, Selma to Montgomery National Historic Trail.

National Park Service, Harpers Ferry Center, Harpers Ferry, West Virginia.

Master Plan for the Selma to Montgomery Scenic Byway/All American Road National Historic Trail.

Alabama Department of Transportation, Montgomery Alabama.

Alternatives Summary, Comprehensive Management Plan. Selma to Montgomery National Historic Trail.

National Park Service, Southeast Regional Office, Atlanta, Georgia.

Draft Comprehensive Management Plan. Selma to Montgomery National Historic Trail.

National Park Service, Southeast Regional Office & EDAW, Inc., Atlanta, Georgia.



## Strategic Plan Report, FY 2005-2008

Park/ Program Name: SELMA TO MONTGOMERY NHT

Park/ Program Org Code: 8940

Date Last Updated: December 12, 2004

DOI Goal ID Number:

NPS Goal ID Number: 1a07

Park/ Program Goal ID Number: SEMO-01

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Other Cultural Landscapes

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 4 of 4 (100%) of Selma to Montgomery NHT cultural landscapes not listed on the current Cultural Landscapes Inventory are in good condition.

Target  
Year:

2008

Performance Indicator  
(what is measured):

Unit Measure:

Condition (Desired):

Total # Units in  
Baseline:

Status in Base  
Year (# Meeting  
Condition):

Condition

Each landscape

Good

4

4

### 5-Year Results Plan:

For the next four years, Selma to Montgomery NHT will be actively involved in assuring that each of the 4 cultural landscape sites of the trail, not listed on the CLI, is brought to good condition and maintained as such. To that end, in 2005, trail staff will begin discussions with the Gardner family, the property owners of one of the trail's four cultural landscapes, on how this might be best achieved. The primary outcome of the meetings with the property owners of the Gardner Farm will be to increase their awareness about the importance and irreplaceable legacy of cultural landscapes, particularly the importance of their farm to the story of the trail.

In 2006, the primary aim of the staff will be to provide guidance and technical support to the property owners of the trail's cultural landscapes, the Gardner family, the Hall family, the Steele family and the Catholic Diocese (who owns St. Jude) on landscape preservation techniques that will help to maintain the good condition of the sites. Additionally, since other trail signs have been vandalized in the past, the staff aims to educate the visiting public by encouraging an awareness of the necessity for preserving cultural heritage. In the remaining two years, the primary goal of trail staff will be to continue developing a positive relationship with the property owners of the trail's cultural landscape towards perpetual stewardship. Trail staff will also be dedicated to increasing public awareness and understanding about the significance of the trail's cultural landscapes.

Through education, technical assistance, and outreach, trail staff aims to broaden the support and understanding of key property owners regarding the cultural landscape that they own, the local community and visiting public in hopes of saving that priceless heritage for future generations.

### Measurable results...

The trail staff will achieve this mission by 2008 by: (1) heightening the awareness of the property owners who have a direct impact on this specific cultural landscape by having no fewer than two informational meetings with property owners; (2) planning and designing conceptual drawings of the development of the landscape of at least one campsite; (3) installing historical informational signage on the property detailing the significance of the site; and (4) developing an information system along the trail.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: SELMA TO MONTGOMERY NHT

Park/ Program Org Code: 8940

Date Last Updated: December 12, 2004

DOI Goal ID Number:

NPS Goal ID Number: 1b2D

Park/ Program Goal ID Number: SEMO-02

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Museum objects cataloged are increased by 39.6% (from FY 2001 baseline of 42.4 million to 59.2 million). Percent increase in NPS museum objects cataloged

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, the number of park museum objects cataloged and submitted to the National Catalog is increased from 0 in FY-2001 baseline to 311 (311% increase).

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

Number of museum objects  
cataloged

*Unit Measure:*

Each museum object added

*Condition (Desired):*

Increase

*Total # Units in  
Baseline:*

0

*Status in Base  
Year (# Meeting  
Condition):*

0

*5-Year Results Plan:*

Cataloging museum collections provides knowledge and documentation crucial to managing and making decisions about the hundreds of museum objects under the pervue of the Selma to Montgomery National Historic Trail. The Harper's Ferry Center and Museum Specialist at the Tuskegee Institute have collected 308 items for preservation and/or display in the new Lowndes County Interpretive Center (under construction). Harper's Ferry Center will catalog 308 items in FY '05. We predict that additional artifacts will be obtained by the trail once the interpretive center opens. At this time, we will continue to request the assistance of the TUIN Museum Specialist to aid in cataloging and preserving the SEMO collections. She will also lend her expertise by assisting trail staff to catalog museum objects and adding new records to the Automated National Catalog System.

Measurable results:(1) 310 cataloged and submitted to the National Catalog System by September 30, 2008.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: SELMA TO MONTGOMERY NHT

Park/ Program Org Code: 8940

Date Last Updated: December 14, 2004

DOI Goal ID Number:

NPS Goal ID Number: Ib4C

Park/ Program Goal ID Number: SEMO-05

NPS Servicewide Goal Description (Mission or Long-term Goal text):

NPS admin Historic and Scenic Trails

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, the Selma to Montgomery NHT outside park units has met the base level 12 of 22 applicable National Historic Trail heritage resource benchmarks outlined in the CMP.

Target  
Year:

2008

Performance Indicator  
(what is measured):

Meet heritage resource  
objectives

Unit Measure:

Each

Condition (Desired):

Good

Total # Units in  
Baseline:

22

Status in Base  
Year (# Meeting  
Condition):

0

5-Year Results Plan:

For the Fiscal Years 2005-2008 for GPRA Goal Ib4C, Selma to Montgomery National Historic Trail (SEMO) will work toward satisfying the legislative intent and purpose outlined and described in the Comprehensive Management Plan and in the "Park Background Information" section of the Strategic Plan.

To assist and guide this effort, SEMO has adopted the following benchmarks which will form the basis of the Annual Performance Plans. These benchmarks will be refined or revised as necessary, depending on the key external factors, as described in Strategic Plan narrative and other factors that might develop.

Though we will be working on many of these benchmarks during any given fiscal year, our objective is to complete on average 3 per year so that, at the end of this strategic planning period, 12 of the 22 applicable benchmarks have been met at least a basic level.

Full Performance Benchmarks (adapted from those drafted by Steve Elkinton, National Park Service, National Trails Coordinator, WASO)

Governance: Consistent, Trail-wide regulations and policies (including safety and health standards) are established and Trail partners are in compliance.

Resources Preservation: The physical integrity and cultural/historical/natural character of Trail resources are preserved, inasmuch as possible, from natural processes or administrative neglect.

Resources Protection: Trail resources are protected from internal and external threats, including those threats outside Trail areas which impact, or have the potential to impact, the resources.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: SELMA TO MONTGOMERY NHT

Park/ Program Org Code: 8940

Date Last Updated: December 14, 2004

Support: The resource and Public use missions of the Trail are broadly supported by the Public (national and state constituencies, local communities, landowners, and volunteers).

Visitor Experience: Visitors are satisfied with Trail facilities, services, and recreational opportunities, and understand the significance of the Trail.

Measurable results: (1) 12 of the applicable National Trail heritage resource benchmarks have been met by September 30, 2008.

FY '05 we will meet 3 of 12 intended benchmarks.

FY '06 we will meet 3 additional intended benchmarks (6 of 12).

FY '07 we will meet 3 additional intended benchmarks (9 of 12).

FY '08 we will meet 3 additional intended benchmarks (12 of 12).

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: SELMA TO MONTGOMERY NHT

Park/ Program Org Code: 8940

Date Last Updated: December 12, 2004

DOI Goal ID Number:

NPS Goal ID Number: Ila2A

Park/ Program Goal ID Number: SEMO-03

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

The number of visitor accident/incidents will be at or below 4,969 accidents/incidents.

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, the number of visitor accidents/incidents at Selma to Montgomery NHT is no higher than 2.

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in  
Baseline:*

*Status in Base  
Year (# Meeting  
Condition):*

Accidents/incidents

Each accident/incident

Reduced

0

0

*5-Year Results Plan:*

Thus far, the Selma to Montgomery National Historic Trail has had no visitor safety accidents or incidents. For the next four years, trail staff will focus on maintaining this exceptional safety record. Trail staff will actively work towards minimizing visitor safety accidents or incidents. To achieve this goal, trail staff or trail partners will perform regular inspections of visitation areas to identify hazards to visitors. When hazards are identified, the trail staff or trail partners will remove, repair or treat problems. Additionally, trail partnerships will be formed that will assist trail staff with identifying, removing, repairing or treating problems that lead to visitor accidents and incidents.

Measurable results: (1) minimal visitor safety accidents or incidents and (2) established partnerships with the Alabama Department of Transportation, Lowndes County Sheriff Department and Alabama Public Safety Departments regarding visitor safety along the trail.

FY '05 we will maintain the 0 baseline.

FY '06 at or below 1 accident/incident. By FY '06 our first facility will be open and operational. We will work towards maintaining a 0 baseline, but we realize that the opening of the facility will increase the potential of casualties.

FY '07 at or below 2 accidents/incidents. By FY '07 the Lowndes Interpretive Center will be fully operational and additional staff be required to operate. Therefore, the potential of casualties is greater.

FY '08 at or below 2 accidents/incidents.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: SELMA TO MONTGOMERY NHT

Park/ Program Org Code: 8940

Date Last Updated: December 10, 2004

DOI Goal ID Number:

NPS Goal ID Number: IIb1

Park/ Program Goal ID Number: SEMO-04

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

87% of visitors understand and appreciate the significance of the park they are visiting

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 10% of Selma to Montgomery NHT visitors understand the significance of the park

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in  
Baseline:*

*Status in Base  
Year (# Meeting  
Condition):*

Visitor understanding

percent

Understand

4

4

*5-Year Results Plan:*

Visitor understanding of the significance of park units is usually measured by the Visitor Survey Card Data that measures visitor satisfaction. Since the Selma to Montgomery National Historic Trail is a newly-developing park unit, no visitor contact station or interpretive center yet exists and no survey data has yet been collected. As a result, trail staff will begin making inroads to create a baseline by which visitor satisfaction can be annually measured.

During the course of 2005, visitor understanding will be encouraged through a variety of interpretive programs including ranger-led walks, living history programs, special events, publications, and educational programs which focus primarily on the 40th anniversary of the historic voting rights march which is the story that trail staff is legislated to tell.

Measurable results include: use of the new Long Range Interpretive Plan and scheduled interpretive programs for the coming season are directed at reflecting the trail's significance through tightly focused themes, increased programs, and better defined program objectives. This goal will be accomplished through the implementation of the 5-year Comprehensive Interpretive Plan (CIP) resulting from the Long Range Interpretive Plan. When the new interpretive center is opened will be measured by the Visitor Survey Data Card and accomplishment will be reflected by 10% of respondents understanding the significance of the park by September 30, 2008.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: SELMA TO MONTGOMERY NHT

Park/ Program Org Code: 8940

Date Last Updated: December 12, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* IVa3

*Park/ Program Goal ID Number:* SEMO-06

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

100% of NPS employees have performance plans linked to appropriate park (office) strategic goals and annual goals

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, 100% of Selma to Montgomery NHT employee performance plans are linked to appropriate strategic and annual performance goals and position competencies.

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

Employee performance plans

*Unit Measure:*

Each employee

*Condition (Desired):*

Linked to goals

*Total # Units in  
Baseline:*

3

*Status in Base  
Year (# Meeting  
Condition):*

3

*5-Year Results Plan:*

For the next four years, the Selma to Montgomery National Historic Trail will be dedicated to improving the performance of each permanent employee. Management will review the performance of each permanent employee. Additionally, competencies of each permanent employee will be assessed and needs determined. Individual Development Plans (IDPs) will be created/rewritten as needed for (100%) of the Selma to Montgomery National Historic Trail staff. Training will be provided as need is determined.

Measurable results include: Review of each permanent employee's position description. Update employee's performance plans & updated IDPs produced for every permanent staff member of the trail.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: SELMA TO MONTGOMERY NHT

Park/ Program Org Code: 8940

Date Last Updated: December 12, 2004

DOI Goal ID Number:

NPS Goal ID Number: IVa6A

Park/ Program Goal ID Number: SEMO-09

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

The NPS rolling 5-year (previous 5 years) average number of employee accidents will be at or below 3,000.

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, the number of Selma to Montgomery NHT employee lost-time injuries is maintained at or below 2.  
Actual number of employee fatalities will be reported

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

Incidents

*Unit Measure:*

Each incident resulting in  
injury

*Condition (Desired):*

Reduced

*Total # Units in  
Baseline:*

0

*Status in Base  
Year (# Meeting  
Condition):*

0

*5-Year Results Plan:*

Thus far, the Selma to Montgomery National Historic Trail has had no lost-time injuries. For the next four years, trail staff will focus on maintaining this exceptional safety record.

Trail staff will actively work towards minimizing lost-time accidents. To achieve this goal, the Safety Team members will perform regular inspections of work areas to identify hazards to staff. When hazards are identified, the staff will remove, repair or treat problems. Additionally, Safety Team members will issue quarterly safety messages and hold monthly safety meetings to increase safety awareness. Staff will attend safety & health trainings and management will provide the necessary resources to assure a safe and healthy work environment.

Measurable results: (1) monthly safety meetings, (2) quarterly safety messages, (3) increased safety knowledge among staff, (4) no fewer than two yearly inspections, and (5) safety trainings.

FY '05- maintain 0 baseline balance.

FY '06- be maintained at or below 1. By FY '06 our first facility will be open and operational. We will work towards maintaining a 0 baseline, but we realize that the opening of the facility will increase the potential of casualties.

FY '07 at or below 2 employee fatalities. By FY '07 the Lowndes Interpretive Center will be fully operational and additional staff be required to operate. Therefore, the potential of casualties is greater and additional FTEs warrant a higher projected amount of hours.

FY '08 at or below 2 fatalities.



## Strategic Plan Report, FY 2005-2008

Park/ Program Name: SELMA TO MONTGOMERY NHT

Park/ Program Org Code: 8940

Date Last Updated: December 12, 2004

DOI Goal ID Number:

NPS Goal ID Number: IVa6B

Park/ Program Goal ID Number: SEMO-12

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

The servicewide Continuation of Pay (COP) hours will be at or below 54,100 hours (a 27% reduction from the FY 1997-2001 average of 73,775 hours).

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, the number of Selma to Montgomery NHT hours of Continuation of Pay is at or below 80.

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in  
Baseline:*

*Status in Base  
Year (# Meeting  
Condition):*

COP hours

Each COP hour

Reduced

0

0

*5-Year Results Plan:*

Thus far, the Selma to Montgomery National Historic Trail has had no Continuation of Pay hours. For the next four years, trail staff will focus on maintaining this exceptional safety record.

Trail staff will actively work towards minimizing Continuation of Pay hours by maintaining a safe work environment. To achieve this goal, Safety Team members will perform regular inspections of work areas to identify hazards to staff. When hazards are identified, the staff will remove, repair or treat problems. Additionally, Safety Team members will issue quarterly safety messages and hold monthly safety meetings to increase safety awareness.

Measurable results: (1) monthly safety meetings, (2) quarterly safety messages, (3) increased safety knowledge among staff and (4) no fewer than two yearly safety inspections.

FY '05 we will maintain the 0 baseline.

FY '06 at or below 40 hours. By FY '06 our first facility will be open and operational. We will work towards maintaining a 0 baseline, but we realize that the opening of the facility will increase the potential of casualties.

FY '07 at or below 80 hours. By FY '07 the Lowndes Interpretive Center will be fully operational and additional staff be required to operate. Therefore, the potential of casualties is greater and additional FTEs warrant a higher projected amount of hours.

FY '08 at or below 80 hours.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: SELMA TO MONTGOMERY NHT

Park/ Program Org Code: 8940

Date Last Updated: December 12, 2004

DOI Goal ID Number:

NPS Goal ID Number: IVa6C

Park/ Program Goal ID Number: SEMO-13

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

The NPS number of employee fatalities

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, the number of NPS Employee fatalities will also be reported but will not be targeted.

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in  
Baseline:*

*Status in Base  
Year (# Meeting  
Condition):*

Fatalities

Each fatality

Reduced

0

0

*5-Year Results Plan:*

Thus far, the Selma to Montgomery National Historic Trail has had no lost-time injuries. For the next four years, trail staff will focus on maintaining this exceptional safety record.

Trail staff will actively work towards minimizing employee fatalities. To achieve this goal, the Safety Team members will perform regular inspections of work areas to identify hazards to staff. When hazards are identified, the staff will remove, repair or treat problems. Additionally, Safety Team members will issue quarterly safety messages and hold monthly safety meetings to increase safety awareness. Staff will attend safety & health trainings and management will provide the necessary resources to assure a safe and healthy work environment.

Measurable results: (1) monthly safety meetings, (2) quarterly safety messages, (3) increased safety knowledge among staff, (4) no fewer than two yearly inspections, and (5) safety trainings.

FY '05- maintain 0 baseline balance.

FY '06- be maintained at or below 1. By FY '06 our first facility will be open and operational. We will work towards maintaining a 0 baseline, but we realize that the opening of the facility will increase the potential of casualties.

FY '07 at or below 2 employee fatalities. By FY '07 the Lowndes Interpretive Center will be fully operational and additional staff be be required to operate. Therefore, the potential of casualties is greater and additional FTEs warrant a higher projected amount of hours.

FY '08 at or below 2 fatalities.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: SELMA TO MONTGOMERY NHT

Park/ Program Org Code: 8940

Date Last Updated: December 12, 2004

DOI Goal ID Number:

NPS Goal ID Number: IVb1A

Park/ Program Goal ID Number: SEMO-10

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

NPS units have X community partnerships designed to enhance the park's ability to manage recreation activities seamlessly.

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, Selma to Montgomery NHT has 6 community partnerships designed to enhance the park's ability to manage recreation activities seamlessly.

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

Park Partnerships

*Unit Measure:*

Each partnership

*Condition (Desired):*

Established

*Total # Units in  
Baseline:*

3

*Status in Base  
Year (# Meeting  
Condition):*

3

*5-Year Results Plan:*

For the next four years, Selma to Montgomery National Historic Trail will focus on developing new partnerships and nurturing existing partnerships.

Trail staff will continue to meet with the Alabama Department of Transportation, Alabama Historic Commission and Federal Administration Highway staff to assure completion and shared management of three Interpretive Centers, two Contact Stations and preservation of the Highway 80 corridor. Additionally, trail staff will develop additional partnerships to assist with increasing visitor understanding of the trail story during the 40th anniversary of the Voting Rights March and other events associated with the history of Voting Rights movement.

Measurable results: (1) By FY '08 the historic trail should have established 6 community partners or more. (2) no fewer than two meetings/year with partners, organizational leaders and community leaders and (3) develop no fewer than one partnership/year to assist with increasing visitor understanding of the trail story.

## Strategic Plan Report, FY 2005-2008

Park/ Program Name: SELMA TO MONTGOMERY NHT

Park/ Program Org Code: 8940

Date Last Updated: December 12, 2004

*DOI Goal ID Number:*

*NPS Goal ID Number:* IVb2

*Park/ Program Goal ID Number:* SEMO-11

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

156 million visitors served by facilitated programs

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2008, attendance at facilitated programs will increase from by 100% from 0 to 100.

*Target  
Year:*

2008

*Performance Indicator  
(what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in  
Baseline:*

*Status in Base  
Year (# Meeting  
Condition):*

Facilitated programs

Each visitor

attended

0

0

*5-Year Results Plan:*

The Selma to Montgomery NHT has not yet opened any facilities. Currently, we have one funded & operational facilitated program which accommodates students from the central Alabama area as a pilot project. By FY '06 our first Intepretive Center will be opened and we will increase educational and formal/informal intepretive programs.

## **Strategic Plan Report, FY 2005-2008**

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